



# FAA Intercom

## SCI to Cover More Employees

The FAA has decided to expand the number of employees eligible for Superior Contribution Increases under Core Compensation and change the method managers use to award these types of increases.

A trial of the SCI process in the Office of Research and Acquisitions and the Office of Information Services provided insight into what worked well and what needed to be changed.

In a cc:Mail message to employees, Glenda Tate, assistant administrator for *continued on page 6*

## FAA Budget Cut

The FAA's budget for Fiscal Year 2001 took a \$27.6 million hit last month as Congress took money from each federal agency to fund pending appropriations.

Under this rescission, the agency's budget was reduced by 0.22 percent, or \$27.6 million.

FAA budgeters are working on ways to absorb this reduction. By law, it must be taken equally from all programs, projects, and activities. This is part of the process of executing the Fiscal Year 2001 budget. *continued on page 12*

## Long Arms of FAMS Extend around the World



A Federal Air Marshal participates in a drill on an L-1011 used by the FAA for training. The helmets are worn to protect their identity.

You wouldn't know by looking if one of them is next to you on a plane. If they have to act, and they do their job well, you might never know you were in danger. They maintain strict anonymity, yet they are known throughout the aviation world — and amongst the world's terrorists — as the FAA's Federal Air Marshals (FAMS).

The quandary in writing about this elite law enforcement group is that so little can be said without compromising security. The number of active marshals, the routes and frequency with which they fly — among

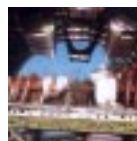
other details — are never discussed.

One thing is clear, however. Its members are fit, trained and ready to prevent hijackings and other incidents that might imperil the lives of passengers flying on U.S. carriers.

Federal air marshals might be found at any time on any U.S. carrier anywhere in the world. They dress to blend in with passengers and are an extension of the authority of the pilot in command. Although they are armed, they are trained to defuse *continued on page 10*

### In This Issue:

Read about Headquarters' favorite pets, a robot competition, digging up the past, flying in mama's arms, and this year's Hammer Award winners.



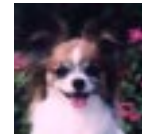
Page 2. FAA conducts drop test..



Page 5. FAA employees to account for their time.



Page 7. Cute kids, good cause.



Page 11. Cute pets, good cause.



## News in Brief

### Employee Attitude Survey Ends

A little more than half of the FAA workforce responded to the Employee Attitude Survey last year. The 50.2 percent response rate is slightly lower than the 1997 survey response.

A tentative schedule calls for the management board to be briefed about survey results in late January. Overall survey numbers will be made available to FAA employees shortly thereafter. Lines of businesses will receive breakdowns of their respective results towards the end of February.

### Tech Center Carries Extra Baggage

You're sitting in the aisle seat of an aircraft while a passenger crams a hundred pounds of baggage into the bin above your seat.

You wonder just how strong those bin doors are. So does the FAA.

The William J. Hughes Technical Center recently conducted a drop test of a 10-foot-long section of a Boeing 737 fuselage to test the strength of two types of overhead bins when subjected to a severe but survivable impact.

The fuselage was dropped from 14 feet, generating a final velocity of 30 feet per second. The test will provide data for analytical modeling, identify failure loads for overhead bins during impact conditions, and determine the crashworthiness of current design features for fuselage equipment installations.

Although final results have not been analyzed, the good news is both types of overhead bin remained intact.

### LaGuardia Delays Bring on "Slottery"

It wasn't Powerball, but for the carriers participating in the FAA's "slottery," scarce slots at crowded LaGuardia Airport were still considered a big prize.

Thirteen carriers gathered at FAA Headquarters to vie for 159 slots that were assigned via lottery. It was the first lottery held by the FAA in more than 10 years.

The FAA is temporarily limiting the number of flight exemptions allowed at LaGuardia Airport under the AIR-21 law. Congress passed the law allowing more flights to and from the airport in order to stimulate competition and promote better

service between the airport and underserved communities. However, more flights were added than anticipated and delays grew astronomically.

Small carriers were allowed to select first and came away with some choice slots. AirTran, for instance, was allotted 8 a.m., 4 p.m., 5 p.m. and 6 p.m. slots. Spirit Airways selected 8 a.m., 9 a.m., 4 p.m. and 6 p.m. slots.

The FAA proposed a lottery to allocate the 159 slots, about half of the number of flights that increased under AIR-21. The exemptions expire in September, at which point the FAA plans to have a long-term solution in place.

### Call for EEO Nominations

The Office of Civil Rights has issued a call for nominations for Equal Employment Opportunity Excellence Awards.

Each year, awards are given to recognize individuals in six categories: EEO Award; Affirmative Employment Award; Managing Diversity Award; Civil Rights Officer/Specialist of the Year Award; Model Work Environment Employee of the Year Award; and Model Work Environment Supervisor/Manager of the Year Award.

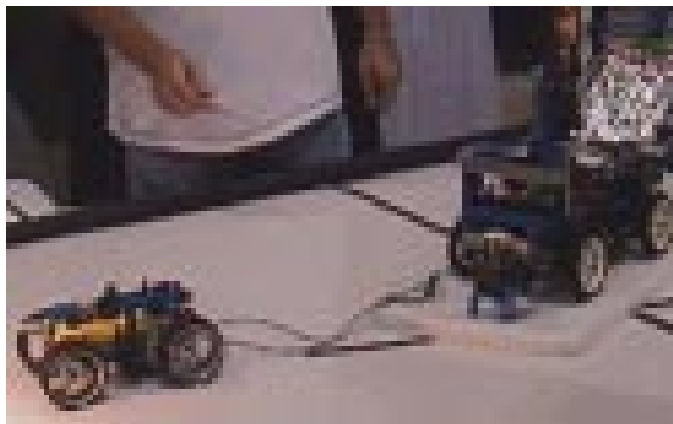
Nominations are due in the Office of Civil Rights by the close of business on Jan. 19. For more information, contact Al Mendez at Tel: (202) 267-3262; Fax: (202) 267-5565; or via cc:Mail.

The overhead bins in this Boeing 737 fuselage remain intact after undergoing a drop test at the Tech Center.





A robotic vehicle tugs a second vehicle back to home base during the National Botball Robotics Tournament.



### FAAers Mentor Winning Botball Team

A team mentored by two FAA engineers scored big at the National Botball Robotics Tournament in Austin, Texas.

The contest pits teams of middle- and high-school students who build robots out of Lego Mindstorms parts that are designed to carry out a particular mission. The team mentored by Harrison Pennel and Andy Blackford, both engineers in the Office of Regulation and Certification at the Mike Monroney Aeronautical Center, oversaw the first home-schooled team ever to compete.

The team won second place in the overall competition. It also took first place in the head-to-head competition, and then beat two college teams in a post-awards demonstration.

Pennel's son, Matthew participated in the project. Both Pennel and Blackford said the students won pretty much on their own.

### FAA Lightning Group Strikes Big

The FAA's Grounding and Surge Protection Workgroup was recognized recently by the National Lightning Safety Institute for its outstanding contribution to the study of lightning.

Edward Roberts from the NAS Transition and Integration Office, and Warren Jordan of the National Airway Systems Engineering Division, received the award on behalf of the working group at the International Lightning Detection Network conference in Tucson, Ariz.

The institute acknowledged the outstanding lightning protection and grounding documents produced by the group in previous years. It encouraged the international lightning community to follow FAA examples in implementing higher standards for protection of sensitive electronic equipment.

### New FAA Tower Dedicated in Houston

Controllers at Houston Hobby Airport have a new place to call home. The FAA has dedicated a new \$8.3 million state-of-the-art facility. It stands 147 feet tall and has a 7,300-square-foot building housing electronic equipment and offices attached to its base.

The new tower is equipped with Terminal Doppler Weather Radar, DBRITE

tower radar displays and RDVS voice-switching communications equipment.

The complex houses a staff of 35. The FAA's Houston Airways Facilities System Service Center also operates from the facility, providing electronic, environmental and maintenance support for the entire Houston area.

### Flight Standards Group Meets Chinese Counterpart

An FAA Flight Standards contingent traveled to Kunming, China to review ongoing and future efforts to improve safety oversight systems and practices in that country.

Dave Gilliom, manager of the Western-Pacific Flight Standards Division, led FAA participation in the 4th annual meeting of the Joint FAA/CAAC Flight Standards Operations and Maintenance Safety Steering Group.

The CAAC — China's FAA counterpart — has made significant progress in addressing recommendations made in a 1997 report on China's system of air carrier safety oversight, particularly in regulatory development, air carrier certification and inspector development.

### Correction

One of the winners of the Secretary's Awards for Valor was incorrectly identified in the December 2000 issue of the *FAA Intercom* (p. 6). Don Thompson from the Central Region was one of the three recipients of the award. He was nominated while working in the Southwest Region.



Don Thompson



## PBO Concept Backs ATC Reform, Raises Questions

President Clinton's order to create a more business-like air traffic organization within the FAA is an evolutionary process built on efforts already underway at the agency.

For the time being, however, the PBO concept is only on paper. Many questions will not be answered until the next administration takes over, at the earliest.

The President's directive takes the provisions of the AIR-21 law passed by Congress in April and initiatives already underway in the agency — including cost accounting, user fees, performance measures, acquisition reform, and personnel reform — and pulls them together under a PBO. This gives high-level focus to the FAA's efforts. The PBO concept raises a number of questions.

### **Will the formation of a PBO affect the FAA's organizational structure?**

The Air Traffic Services Subcommittee of the Management Advisory Council, comprised of five non-aviation business and labor leaders, will advise Administrator Jane Garvey if she decides reorganization is required. What seems certain is some integration of the Offices of Air Traffic Services and Research and Acquisitions to focus on service delivery, not just product delivery. Unions would have to be part of any reorganization discussion. However, any changes in organization likely will be in reporting lines, thus no major upheaval is anticipated.

### **Is this just a step toward privatization of the air traffic control system, and if so, will Congress approve?**

Congress has made it clear several times that it opposes privatization and shows no signs of changing its opinion. The National Air Traffic Controllers Association supports the PBO initiative as long as it doesn't lead down that road.

### **Can the PBO concept work without Congress reforming financing laws to ensure that air traffic is adequately and consistently funded?**

Budget Director Brian Riley said, "Congress has consistently supported FAA efforts for personnel and procurement reform. However, obtaining congressional support to change the current structure of excise taxes and segment fees to a financial structure more in line with a PBO will be more difficult. Hopefully, with the advisory council and the selection of the chief operating officer, we can build momentum towards financing the FAA in a way acceptable to both the new administration and Congress."

### **The President also proposed increasing and decreasing landing and takeoff fees as a mechanism for controlling congestion at airports. What are the chances of this occurring?**

It is up to Congress to change the financing law regarding the FAA. Congress has and continues to oppose congestion pricing.

### **What role will the Air Traffic Services Subcommittee have in the FAA budget process?**

The President submits his FAA budget request to Congress as part of his administration's overall spending bill. The subcommittee may submit its own FAA budget request directly to the House Appropriations Committee. The subcommittee probably will have its first significant input on the FAA's FY 2003 budget. The FAA is currently working on its FY 2002 budget.

### **How will the PBO chief operating officer be selected?**

An executive search is underway for the chief operating officer. There is no timetable for the selection. The chief operating officer will be paid the same salary as the administrator and could earn up to a 30 percent bonus for meeting goals. The administrator would still oversee the chief operating officer and the PBO. The Air Traffic Services Subcommittee of the Management Advisory Council must approve the nominee for chief operating officer.

## Collecting Toys for Tots

The *FAA Intercom* wants to hear from offices that collected toys and donations for the annual Toys for Tots drive.

Every year thousands of FAA employees participate in the annual Marine Corps toy collection to provide needy children with a little holiday happiness.

Whether it's one gift or a thousand, one dollar or a hundred, cc:Mail the name of your office, the routing symbol, region or center, and the number of gifts or amount of donations to Jim Tise by Jan. 19. The *FAA Intercom* will recognize as many offices as space permits.

Since giving is such an important part of the holiday season, the *FAA Intercom* would like to give credit to the wonderful generosity of its readership.





# Clock-watching Helps FAA Labor Accounting

Loss of credibility with Congress and the need to identify and allot more funding for additional resources has led the FAA to develop a system under which employees and management will report the time they spend on projects.

Called Labor Distribution Reporting (LDR), the process will identify the time in hour increments that each employee spends on projects and activities for which he or she is responsible. Everyone will be involved, from Administrator Garvey to the newest employee.

LDR is just one component of the cost accounting system that will provide the tools this agency needs to better manage its time and money.

The agency has a multi-year plan to implement LDR. The initial phase of this project has started. Lines of business and staff offices are developing a set of projects and activities against which employees can record their hours.

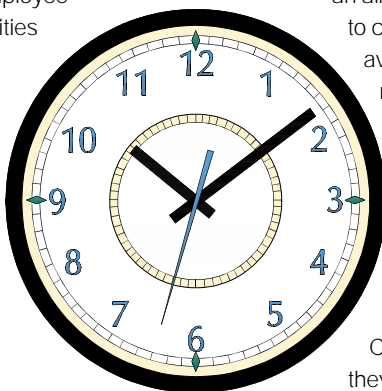
LDR leads (see right column for names and numbers) will work with management and employee representatives on organizational implementation plans. Employees may provide suggestions to their organizational contact or e-mail the ABOUT TIME mailbox at 9-AWA-ABA-LDR.

## **LDR Responds to Congress, Organizational Needs**

FAA employees spend more than 100 million hours each year ensuring a safe and secure aviation system. This time is the FAA's most valuable resource. The dollar cost of employee time consumes nearly three-quarters of the operations budget, approximately \$3.5 billion annually.

However, the FAA has never had a good measure of how it uses that time to

support key services or advance critical projects. As a result, the agency has lost the ability to talk to Congress and the public about the true costs of its activities. LDR will give the FAA the data it needs to explain how it is using its time and to manage employee time effectively.



Understanding the true costs to move an aircraft from gate to gate, to certify a new plane or avionics, or to provide a more secure airspace system, will help the FAA validate its annual budget requests. Armed with good information the agency can prove to Congress and taxpayers they are getting good value for the money.

LDR also is a response to employee needs.

During the listening sessions at each region and center last year, a universal theme was the need for additional resources. Attributing hours to projects and activities will help management better understand where it is spending its time and how it might be used more effectively.

Understanding time use helps managers identify and highlight areas that might need additional resources. Time-use data will allow managers to request more resources based on hard evidence. This is especially true in an environment like the FAA in which planned and unplanned priority projects often interrupt employees' schedules. Providing information on hours spent on a particular activity gives greater visibility to that project.

## **LDR Contacts**

ABA	Susan Lee	(202) 267-9010
ACR	Duke Taylor	(202) 267-3271
ACS	Tom Sullivan	(202) 267-9693
AGC	Glendora Manage	(202) 267-7988
AGI	Robert Crape	(202) 267-3146
AHR	Lindsey Smith	(904) 446-7132
AIO	Calvin Mitchell	(202) 267-9213
AMC	Brenda Bandy	(405) 954-5096
AOA/		
ADA	Suzanne Holloway	(202) 267-3852
AOZ	Mamie Mallory	(202) 220-3300
API	Juergen Tooren	(202) 267-9092
ARA	Angel Ronda	(202) 493-4294
ARC	Loraine Berry	(202) 267-5852
ARP	Margaret Berries	(202) 267-8757
AST	DJ Stadtler	(202) 267-7829
ASY	Pam Andersen-Taplett	(202) 267-9616
ATS	Walt Kwiatek	(202) 267-7786
AVR	Lionel Driscoll	(202) 267-8322





# Digging up the Past, Glimpsing the Future

At first glance, the time capsule dug up at Miami Center on Oct. 24 contained the usual items: audio newsreels, business cards from plumbers who helped build the center and newspapers.

There also were letters from national and local leaders in industry and government. What made the letters of interest were predictions about what aviation and the country would be like in 2000. The observations reveal a country experiencing economic prosperity and hope, but with concerns about a world under the threat of atomic devastation. They vary wildly in their accuracy and insight into the future.

Perhaps the truest words were written by an Eastern Airlines official whose identity is lost. "The past has proven that it is very dangerous to attempt to forecast the future in the air transport industry. The growth of this industry during the recent years has proven the most optimistic forecasters to have been far too conservative."

If the official could view Miami International Airport today, which is used by 35 million passengers annually, perhaps even he would be startled by his own prediction. In 1962, Miami International handled about 4 million passengers each year.

The predictions made by Alan C. Stewart, director of Dade County Port Authority, perhaps is surprising to younger employees in the industry who cannot recall old ATC procedures. He accurately predicted that dual runways would be used constantly under all weather conditions. He was only partially right in another insight: that noise suppressors will have been perfected for all types of aircraft and noise will no longer be a problem locally. He's still ahead of his time in the prediction that proper spacing, altitude holding patterns and landings will be taken over by the airport control tower at least 100 miles or further out from the airport. Today, it's about five miles.

Some of the predictions of course did not come true, but still had at least a hint of what the future might bring. Lewis B. Maytag, Jr., president of National Airlines, predicted National Airlines "still will be a corporate entity, undevoured by mergers, the industry leader in aviation." National

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"Proper spacing, altitude holding patterns and landings will be taken over by the airport control tower at least 100 miles or further out from the airport."

Alan C. Stewart

Director, Dade County Port Authority

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merged with now-defunct Pan Am in January 1980.

Then there were the more fantastic visions from Arvin O. Basnight, assistant administrator of the FAA's Southern Region.

He thought the average person today would use aircraft much as cars were used in 1962: to fly to and from work. He also thought trips to the moon and other planets would be routine. Despite the Cold War, the early 1960s were an optimistic time indeed.

Only the chilling summary of the Eastern Airlines official could cloud many Americans' dreams: The official said his predictions were based upon the assumption that no all-out atomic war occurs to throw the progress of civilization off schedule.

That's one prediction we're all lucky proved true.

## SCI Changes Announced

*continued from page 1*

Human Resource Management, announced that 65 percent of non-bargaining unit employees covered by Core Compensation would receive an SCI, which recognizes an employee's individual contribution to the FAA mission. Under the old SCI plan, 20 percent of the workforce would receive an SCI.

Tate also announced there would be two categories of SCI instead of one.

- ◆ SCI-1 provides the OSI plus a 1.8 percent base pay increase to about 20 percent of Core Compensation employees.

- ◆ SCI-2 provides the OSI plus a 0.6 percent base pay increase to about 45 percent of Core Compensation employees.

"We made this decision because we want more top-performing employees to be rewarded for their individual contributions," Tate said.

Managers will make SCI decisions using pre-defined criteria, decision tools, peer managers' review, and/or second-level reviews. SCI criteria will be widely disseminated once they are finalized.

Managers will practice the SCI process in March and April, make real SCI decisions in October and November, with pay outs occurring around December. This allows managers to receive in-depth training, familiarize themselves with the SCI process and tools, and provide more feedback on the process before their decisions impact employees' pay.



## Flying in Mama's Arms

For six hours on Dec. 16, Meacham Airport outside of Fort Worth, Texas was one of the busiest airfields in the world. It was probably the happiest, as well.

More than 3,000 seriously ill children and their families were treated to aerial sightseeing tours from the airport as part of the WishFlight 2000 program.

In the eight years since the program began, FAA employees across several lines of business have played an increased part in the program, donating time and talent to provide some holiday cheer for kids with catastrophic illnesses.

"It's your group that makes it happen," said John Butler, referring to FAA employees who helped set up a party, volunteered to provide air traffic control services, donated more than 100 gifts and provided entertainment for the children. Butler is president of Fly the Kids, which hosts WishFlight every year.

"I've never seen a more professional group," said Butler, who described how controllers at Meacham and the Dallas/Fort Worth TRACON organized the course the planes would fly that evening. "From the time you turn on your engine to the time you turn it off, you're talking to the FAA," he said.

The FAA's role is critical, Butler added, because pilot experience varies widely. "You couldn't get lost. You couldn't screw up. It was like you were in mama's arms."

Meacham and the DFW TRACON handled more than 1,600 flights in the six-hour period, which was actually down from prior years. In 1998, the FAA handled more than 2,100 flights for WishFlight during what became the TRACON's busiest day on record.

Ten controllers worked in Meacham Tower during this year's event, compared to the normal staffing of four. "Most came in to volunteer," said Freddie Main, an operations supervisor who has worked the WishFlight event for the past six years. His first visit six

years ago to the hangar where WishFlight was hosting a holiday party for the families was enough to get him involved. "Once you do that, you're hooked for life," he said.

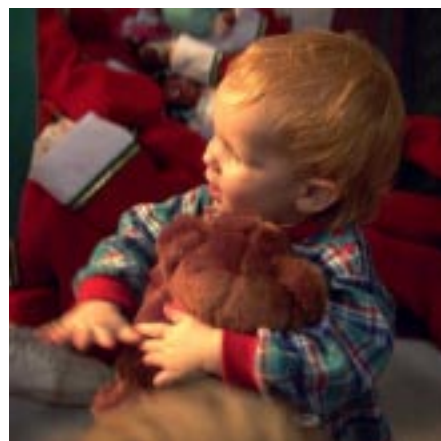
The strain on the mostly young families is evident as soon as you see them, Main explained. WishFlight, he added, gives them one night when they "get to turn loose and forget."

Mike Styer, an air traffic controller at the Dallas/Fort Worth TRACON, was the sole controller for WishFlight when it first started. "I worked airplanes for six straight hours and realized I couldn't do this by myself anymore."

Fortunately, he doesn't have to. "Every year we have more and more people who want to volunteer," Styer said. He also credited support from general aviation and commercial pilots who participated, the regional office and facility management for supporting WishFlight.

"It works because everybody pulls together," said Doug Murphy, Southwest Region's Air Traffic Division manager. "The key to the success is providing an opportunity for the children."

Styer noted a professional benefit from the FAA's participation in WishFlight. "What we have done in the pilot community as far as improving relations between pilots and controllers is phenomenal. Nothing we've done has brought us closer together."



(Above) A child gets a hug from his furry friend during the WishFlight 2000 party.

(Below) Phillip Ellis gets a boost from Santa Claus.



These children get a lift from a couple of clowns who help entertain the crowd.



## Hammer Award Winners Include 5 FAA Teams

Five FAA teams received Hammer Awards for their efforts in improving the way government works. Department of Transportation Secretary Rodney Slater announced the winners at a ceremony in November. This year's winners are:



Operations Specification Subsystems (OPSS) Team, Headquarters

Houston Air Traffic Control Center Southwest Region - Raul Trevino (left) and Andrew LeBovidge.



Software Tools Team Mike Monroney Aeronautical Center - Gary Dyer (left) and Dan Yatsko.



Collaborative Decision Making Team, Headquarters.

DOT/DOL Electronic Data Interchange Team - Sandra Schreiner (left), Mike Monroney Aeronautical Center; and Maryanne Solak, Headquarters.







## Finding Gold in the Hills of Alaska

It was gold that first attracted settlers to Alaska about 100 years ago. They traversed a 110-mile trail from Skagway into the Klondike region of Canada, forging a gap through Chillcoot Pass to get to Whitehorse in Yukon Territory, Canada.

It's a lot easier to get from Skagway to White Horse now. A paved highway and narrow-gauge train run through the mountain pass and in decent weather you can make the trip in a couple of hours.

Unless of course you feel the need to run the trail.

David Epstein in the Alaskan Region's Airway Facilities Division gathered a group of current and former FAAers and friends — a.k.a. the "Taildraggers" — to compete in the "Klondike Trail of '98" International Road Relay, held annually to commemorate those who came to Alaska to seek their fortune. This is the fifth year he has formed a team.

The team members weren't searching for gold, at least not the type that can be panned. The gold they seek is in the leaves and in the traces of autumn sunsets. Or the golden quality of silence as they run a stretch of road where a car might pass every 30 minutes or so. Epstein describes it as "kind of a spiritual thing."

The event is actually one long relay race that takes from 12 to 19 hours to run, depending on the speed of the runners. It's run in 10 legs, the shortest being 5.8 miles (including a hill that rises 1,600 feet) and the longest, 16 miles. The race starts on a Friday evening and finishes the following afternoon.

Epstein runs the longest leg because he likes to see the sun rise. That leg of the race normally begins in the early morning hours and finishes after the sun rises. "On a clear night you'll see shooting stars and the Northern Lights," he said.

Unfortunately, the Taildraggers got off to a late start this year. By the time Epstein's leg began, it was already daylight. A 30-knot headwind kicked up and rain fell. The

temperature dropped into the 30s.

Teammate Judy Nauman ran in similar conditions, with the added attraction of a curious black bear watching from the side of the road. Her decision to run competitively after 20 years had to do with being new to Alaska, wanting to get to know her coworkers better, experiencing a true Alaskan adventure, and having an excuse to get in shape.

Coworker Matt Nedom ran again this year despite second thoughts. A busy schedule and some foot problems had curtailed his training. "I kept thinking how good it would feel when I finished running and I could sit down."

The key to Sevard Wagenius' enthusiasm might be found in his age. At 68, the former operations manager at the Anchorage Center sounds ready for anything except settling down. Or maybe the reason could be found in a display case, if that's where he keeps nine medals — including five for first-place — he's won in his age group.

Despite the physical adversity, Epstein believes the hardest part of the race is simply forming a team. The race demands a lot of commitment from runners. It's a 15-hour ride from Anchorage, where most of the runners live. It costs about \$550 Canadian to participate, plus expenses for lodging, food and transportation. There is no "cause"



Nedom warms himself before running his leg of the race.

to motivate runners. They run simply for love of the sport.

For Epstein, simply running the event is like taking a victory lap. The races "have built a lot of camaraderie and esprit de corps," he said. "I forged new relationships with some of my coworkers."

And of course there is the scenery. As former FAAer Darlene DuBay described it, "The golds, oranges and reds were at their peak and fresh snow on the higher peaks accented the ruggedness against the deep blue sky."

Although the Tail Draggers' 18 hour and 37 minute finish wasn't their best time, they still sound like they captured the gold.



The Taildraggers chow down at dinner on the eve of the race.



# Federal Air Marshals Pose Real Threat to Terrorists

*continued from page 1*

dangerous situations as peacefully as possible. But if faced with a worst-case scenario — an armed takeover of a plane — they are crack shots trained to handle hundreds of possible situations.

FAMS grew out of the old Sky Marshal program started by President John F. Kennedy to prevent hijackings. It was the 1985 hijacking of TWA Flight 847 and subsequent murder of a U.S. Navy diver that impelled President Ronald Reagan to step up security on U.S. flights. That's when the Sky Marshal program became FAMS and recruitment standards increased.

Just how rigorous those standards are is apparent when visiting the William J. Hughes Technical Center, where the Federal Air Marshal Division is based. Mike (all the names used in this story are fictional), division manager, describes the FAMS compound as "a unique law enforcement training facility geared toward aviation."

Two of his employees provided an escort on a recent visit. Joe is small and trim with a good-natured cockiness and wry sense of humor that belies the fact he could incapacitate a man twice his size.

Andrew is average height, solidly built, and soft-spoken. He smiles at Joe's jokes, but speaks in measured words. He looks like he could be a stunt-double on a movie-set. But anyone expecting to find Arnold Schwarzenegger clones would be disappointed. A marshal could be the surfer dude sitting across the aisle or the petite African-American woman two rows ahead.

They are dressed in casual clothes and neither seems particularly aggressive, nor wants to appear that way when dealing with a dangerous situation. "We're not door kickers," Andrew explains. They would rather diffuse a situation without violence. But dress them in their uniform of a dark FAM T-shirt, commando pants and black boots and you get the distinct impression they are not people to mess with.

The tour of the compound provides



Federal Air Marshals are trained to handle hundreds of possible security scenarios.

insight into the extensive training marshals receive. There are nine training facilities, including shooting ranges, a Boeing 727 and a recently acquired Lockheed L-1011 jet in which to practice, a marshal arts facility, and an abandoned control tower to practice hostage situations.

There's a two-room facility built to resemble a wide- and narrow-body jet. Here the marshals practice precision shooting using live ammunition while their co-workers sit in the airplane seats doubling as passengers. One errant shot could mean tragedy. Bullet holes in the passenger seats serve as a reminder that their jobs are anything but glamorous.

Marshals are deployed away from home 60 percent of the year, racking up hundreds of thousands of miles a year that don't earn frequent flyer miles. They must stay alert during transcontinental and transoceanic flights — some as long as 16 hours. Just because it's a holiday doesn't mean they're exempt from being called to duty at a moment's notice.

Physical training is scheduled every day to keep the marshals in peak condition. Because they operate in contained, crowded areas, marshals are constantly tested on their target shooting ability. In one "surgical shooting" exercise, marshals must

turn completely around and accurately hit three targets within 3.5 seconds. In another, they fire a shot, reload and fire again in less than 3.5 seconds. Their target is an 8-inch bottle diagram 21 feet away. As Mike said, "Yes we are fast, but we stress accuracy."

Joe said keeping up weapons proficiency is the most stressful part of the job for him, because any loss of ability could mean the loss of his job. In fact, marshals have to meet the most stringent shooting standards of any law enforcement agency, including the FBI and Secret Service.

Conditioning helps the marshals deal with stress, but burnout among family members is still a very real concern.

FAMS is a very tight-knit community where everyone looks out for each other, and that informally extends to the families, Mike explained. There is a system for quickly getting deployed marshals in touch with family members during emergencies.

Every year the threat to safety seems to grow. Air rage is another element that marshals might have to face. Still, no federal air marshal has ever died in the line of duty. Chalk that up to the "safety-first" attitude and exceptional training of the force. "We're much like the nuclear submarine fleet," Mike said. "Everybody prays we don't have to do what we're trained to do."



## Back to Headquarters

### CFC Deadline Extended

Headquarters held its popular "Favorite Pets" contest to benefit the Combined Federal Campaign. The winners are on this page.

In other CFC news, employees at FAA Headquarters now have until Feb. 2 to participate.

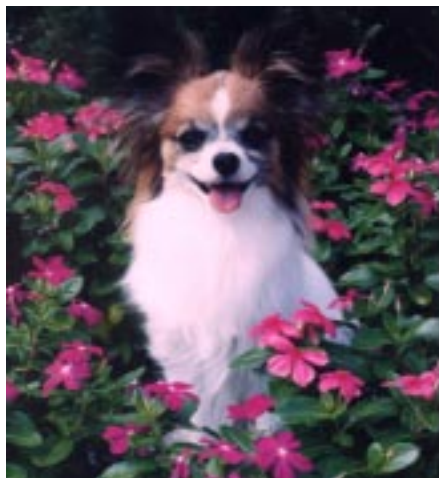
As of Dec. 22, Headquarters had collected \$326,575, or about 65.3 percent of its \$500,000 goal.

Headquarters participation has been low compared with this time in years past. About 25 percent of employees have contributed to the drive so far. Employees who have any questions or need a pledge form or a catalog of eligible charities should contact their organization's CFC key worker.



Best Photo  
Lace

Owner: Marty Phillips, ATQ. (That's Paige Phillips, Marty's granddaughter, with Lace.)



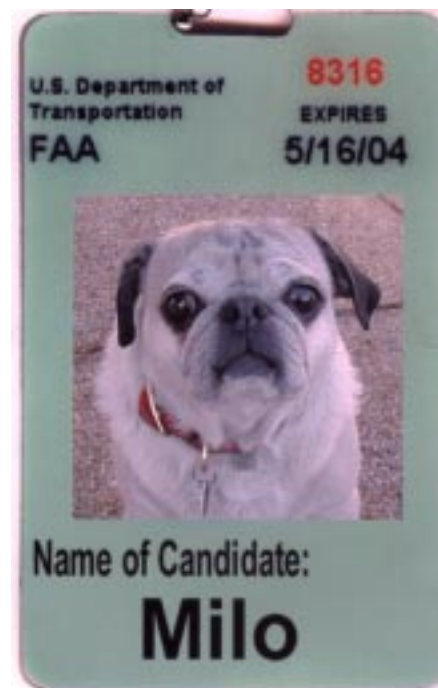
First Place  
Jasmine  
Owner: Janet Riffe, ACO



Third Place:  
Bridget (above) and Peg (top) tied  
Owner: Amanda Stott, ATA



Second Place  
Keiko (a.k.a. "The Laser Cat")  
Owner: Nita Matheson, ANS



Most Creative  
Milo  
Owner: Ned Preston, APA





## FAA Prepares for 2002, 2003 Budgets

*continued from page 1*

The money collected under the rescission will be used to fund a number of federal agencies and programs that operated under a continuing resolution.

Congress and the White House could not agree on funding levels for these agencies and programs during last year's budget negotiations. One of the compromises reached to resolve this dispute was to decrease the funding of previously enacted appropriations by \$1 billion to help fund the pending appropriations.

Meanwhile, the FAA's Fiscal Year 2002 budget request is about to go to Congress. A revised budget may be sent to Congress later this year after the new administration takes office. Since two weeks is not enough time to develop a full-scale budget proposal, the Office of Management and Budget will present a current services budget to Congress to meet the statutory filing deadline. A current services budget proposes no increases except for inflation.

The new administration will develop specific budget increases to meet its policy objectives and submit those later, but in time for Congressional hearings that usually take place in late April or early May. Budget staffs will have to begin writing issue papers to prepare agency executives who'll testify on the Hill on the 2002 budget request.

Finally, work has started on the Fiscal Year 2003 budget. Staff working with the capital budgets (Research, Evaluation & Development; and Facilities and Equipment) are gathering resource planning data to support a 2003 budget request that will tie to the authorization numbers provided in last year's reauthorization act (AIR 21). Those in the operations budget area have a few months before the same exercise begins for them. The agency's 2003 budget request is due to the Department of Transportation in early June.

## Legal Department Reminds FAAers to Obey Travel Rules

With the start of the new year, the FAA's legal department wants to remind employees about rules surrounding business travel, particularly the accumulation of frequent flyer miles and other travel benefits.

Premiums employees earn during official travel, such as

hotel points and frequent flyer miles, belong to the government and may not be used for private purposes.

Converting travel premiums earned on official travel to private use is considered theft and will be dealt with accordingly.

Employees also are reminded that they are not allowed to increase premiums by making travel arrangements that unnecessarily increase other costs to the government or violate the government's contracts with carriers.

Finally, employees are reminded they must use government credit cards for all expenses on official travel for which a credit card may be used. The use of private credit cards is not permitted.

For more information, employees should contact their regional or center counsels. Headquarters employees may contact John Walsh or Lisa Baccus at x64099.



## FAA Intercom

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